

PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

FY2016 Kennedy-Lugar Youth Exchange and Study (YES) Program: Overseas Components

Funding Opportunity Number: ECA-ECAPEC-16-021

Bureau of Educational and Cultural Affairs (ECA), Office of Citizen Exchanges. Youth Programs Division

The POGI guidelines apply specifically Notice of Funding Opportunity (NOFO) issued by the Office of Citizen Exchanges, Youth Programs Division for the FY2016 Kennedy-Lugar Youth Exchange and Study (YES) Overseas Components. Proposals must conform to the NOFO, the Guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). Applications not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the programs mentioned above and are IN ADDITION TO the Standard Guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific Guidelines and the program information supplied in the accompanying NOFO, the NOFO is to be the dominant reference.

I. STATEMENT OF WORK

A. Overview:

The Kennedy-Lugar Youth Exchange and Study (YES) program advances U.S. foreign policy goals and provides scholarships for approximately 900 high school students, referred to as “YES inbound” participants, from countries with significant Muslim populations to spend an academic year or semester (Malaysia only) in the United States. Students live with host families, attend high school, engage in activities to learn about American society and values, acquire leadership skills, and educate Americans about their countries and cultures.

The Kennedy-Lugar Youth Exchange and Study Abroad (YES Abroad) program provides scholarships for approximately 65 American high school students and recent graduates from the United States to study abroad in select YES countries for an academic year.

Under the terms of the program, all participants must return to their home countries following the conclusion of their exchange programs in the United States. The award recipient organization is expected to assist the State Department in adhering to all requirements and regulations of the J-1 Secondary School Student visa program. In conducting the YES Abroad program, which is not subject to J-1 visa regulation, the recipient will be expected to uphold similar standards to ensure the safety and well-being of participants.

The Department of State seeks to include students of diverse national, ethnic, religious, and socio-economic backgrounds, and students with disabilities (See Section 2. Recruitment and Support of Students with Disabilities and Section 10. Additional Support for Students and

Alumni with Disabilities for additional details). Participants will be selected for the program on the basis of merit and personal character. Applicants undergo a series of exams and are interviewed in person for evaluation of their ability to adjust to new cultures.

Activities for YES inbound students covered in this Overseas Components award will be conducted in direct coordination with U.S. Placement Organizations (POs) working under separate placement awards that will be openly competed publicly under a separate Kennedy-Lugar YES Placement Components NOFO in FY 2016. It is imperative for the success of the participants and the program that the award recipient for the FY 2016 Kennedy-Lugar YES Overseas Components work efficiently and openly with ECA and the POs throughout the duration of the award. While your organization will be responsible for the coordination of many overarching activities involved in the implementation of the YES program, the POs will recruit, screen, and select U.S. host families for participants; select schools and secure school enrollments for participants; conduct in-person host family and student community-based orientations; monitor and support students throughout the school year; and organize enhancement activities for students. Under this award, your organization will develop an Operational Guidelines manual for POs that gives them instructions to ensure the smooth coordination of tasks.

YES Program Goals:

The overall goals of the YES programs are to:

1. Promote better understanding by youth from the United States and selected countries about host society, people, institutions, values, and culture;
2. Foster lasting personal and professional ties;
3. Advance mutual understanding, respect for diversity, leadership skills, and understanding of civil society during the exchange experience and beyond; and,
4. Enhance understanding of other countries and cultures and increase accurate understanding of American values in communities abroad.

The following outcomes will indicate a successful exchange:

- YES inbound participants will develop an appreciation for American culture, an understanding of the underlying values and diversity of American society, and increased tolerance and respect for others with differing views and beliefs. Conversely, YES Abroad participants will develop an appreciation for their host cultures and increased tolerance and respect for others with differing views and beliefs.
- YES and YES Abroad participants will teach their hosts about the cultures of their home countries.
- YES and YES Abroad participants will interact with their host communities and generate enduring ties.
- YES inbound participants will acquire an understanding of important elements of a civil society. This includes concepts such as volunteerism, the idea that American citizens can and do act at the grassroots level to deal with societal problems, and an awareness of and respect for the rule of law. YES Abroad participants will share and demonstrate these ideals of American civil society in their host communities.

- YES and YES Abroad participants will gain leadership skills that will enable them, as YES and YES Abroad alumni, to initiate activities in their home countries that focus on development and community service.

Program Timetable:

Funding for the YES inbound program will support 2017/18 academic year exchanges (between August 2017 and June 2018) with students enrolled in accredited U.S. schools and placed with host families. Proposals for single semester exchanges for inbound students (spring 2016) may only be proposed for Malaysia, where the academic calendar will not allow a full-year U.S. program. Funding for YES Abroad will support academic year exchanges between July 2017 and June 2018 depending on the host countries' academic schedules. A notional timetable follows:

- April 15, 2016: Cooperative Agreement awarded
- Spring 2016-Winter 2017: Student outreach and recruitment conducted
- January-February 2017: Selection of inbound student finalists and alternates
- Spring 2017: Participate in the annual ECA academic year programs meeting, to be held for approximately two days in Washington, D.C.
- February-April 2017: Inbound students' applications submitted to POs (September-November 2017 for spring semester students)
- March-April 2017: YES Abroad students selected
- June-August 2017: Pre-Departure preparation and student orientations
- August 2017: Staggered student travel (Some YES Abroad students may depart in July.)
- Late August 2017: All final placement information (host family names and addresses, confirmed school enrollments, etc.) to be submitted to Department of State for inbound students
- YES Abroad host family and school placement information due two weeks prior to departure
- August-Early September 2017: Post-Arrival orientations for YES Abroad students
- August 2017: Arrival workshop for YES inbound students with disabilities
- January 2018: Arrival of Malaysian students
- Spring 2018: Civic Education Workshop for approximately 100 selected YES inbound students
- Spring 2018: English Language Teaching workshop for selected inbound students (funded under separate agreement)
- June 2018: Pre-Departure orientations and return travel
- June 2018-Summer 2019: Alumni programming
- September 30, 2019: Cooperative Agreement end date

Recruitment Targets:

The recruitment targets for each country are tentative, represent recruitment goals only, and may differ from finalist allocations. Finalist allocations are ultimately dependent on the availability of funding, legislative mandate, policy considerations, security situations, applicant pools, and PO placement commitments. For planning purposes, the following country targets should be

used; these targets are based on approximately 900 total academic year participants and are subject to change. The proposal should demonstrate current capacity to recruit these target numbers in these countries.

YES Inbound Program:

Albania (10)	Kenya (18)	Philippines (30)
Bahrain (14)	Kosovo (10)	Qatar (7)
Bangladesh (29)	Kuwait (12)	Saudi Arabia (15)
Bosnia and Herzegovina (12)	Lebanon (30)	Senegal (13)
Bulgaria (10)	Liberia (8)	Sierra Leone (8)
Cameroon (8)	Libya (8)	South Africa (14)
Egypt (50)	Macedonia (12)	Suriname (6)
Gaza (12)	Malaysia (45)	Tanzania (18)
Ghana (21)	Mali (13)	Thailand (16)
India (40)	Morocco (20)	Tunisia (30)
Indonesia (85)	Mozambique (10)	Turkey (45)
Israel (Arab Communities) (20)	Nigeria (20)	West Bank (25)
Jordan (20)	Pakistan (108)	Yemen (30)

For YES Abroad, students should be assigned fairly evenly among host countries, with no fewer than three students initially assigned to each of the following countries should security conditions permit:

YES Abroad Program:

Bosnia and Herzegovina	Indonesia	Philippines
Bulgaria	Jordan	Senegal
Ghana	Macedonia	Thailand
India	Malaysia	Turkey
	Morocco	

Note: The Bureau reserves the right to reduce, revise, or increase proposed project configurations, budgets, and participant numbers in accordance with the program's needs and the availability of funds. In addition, the Bureau reserves the right to adjust and/or add host countries should conditions change in a partner country and/or if other countries and/or regions are identified as viable alternatives and/or Department priorities. You may not deviate from the recruitment targets without prior written approval from the Program Office.

B. Department of State and Award Recipient Responsibilities

Responsibilities of the Department of State:

In a cooperative agreement, the Department of State and U.S. Embassies in participating countries are substantially involved in program activities above and beyond routine monitoring, such as:

- Providing guidance and assistance in the execution of all program components, and requiring concurrence on many aspects of the program's implementation, materials, and procedures.
- Serving as liaison between the award recipients and personnel within the Department of State, including ECA management, regional bureaus, and overseas posts.
- Monitoring and evaluating the program and its participants through communications by email, phone, and site visits.
- Requesting periodic and unscheduled reports on students' status and placement details, activities, accomplishments, and well-being.
- Providing guidance and clearance on dates, timelines, and venues for activities and events.
- Participating in student orientations and workshops.
- Coordinating YES and YES Abroad students and alumni participation in appropriate Department of State activities; coordinating media coverage and outreach as appropriate.
- Requiring information about YES and YES Abroad participant biographical data, placement data, and alumni contact information.
- Approving program promotional materials and website information prior to publication or public dissemination.
- Representing the U.S. government as the program sponsor at events and orientations.
- Determining populations and priority areas of focus for YES and YES Abroad recruitment.
- Providing guidance and clearance on geographical location and type of school(s) for YES Abroad participants.
- Providing or assisting with a security briefing for YES Abroad students.
- Coordinating with in-country representatives on inclusion of YES Abroad students and YES alumni in appropriate embassy activities; assisting in or coordination of media coverage as appropriate.
- Requiring information about YES Abroad placements and alumni contact information.

Responsibilities of the Award Recipient:

The following general responsibilities apply to both the YES inbound and YES Abroad programs.

1. U.S. Embassy Liaison and Consultation:

Meet with the Office of Public Affairs/Public Affairs Section (OPA/PAS) of each U.S. Embassy within 30 days of the award to discuss the geographic and other priorities for student recruitment in each country, and, if applicable, the placement of YES Abroad students. You should summarize the results of this meeting, and subsequent similar meetings, for submission to the ECA program office. OPA/PAS involvement in recruitment, selection, orientations, and alumni activities, as well as briefings and joint activities for YES Abroad students will be determined through discussions between your organization and OPA/PAS.

You should maintain an open consultative relationship with OPA/PAS, as well as with the ECA Program Office. Your organization must have at least monthly contact with OPA/PAS personnel

regarding recruitment and selection, security, travel, student issues, alumni activities, and/or other matters that may be of concern. This includes informing them of student successes. In situations where the political situation prevents your organization from conducting program activities within a particular country, you will need to make special provisions to conduct program functions. Your organization should seek to conduct all these functions efficiently and cost-effectively.

Ensure that American Embassy personnel are not encumbered by the programs' day-to-day functioning. If the political situation in any country results in the need for the Embassy to assume more responsibility, your organization should provide assistance in every way possible. In all cases, field staff in each country should encourage OPA/PAS staff to participate in program events where appropriate, especially those involving alumni.

2. Overseas Infrastructure and Communications:

Your organization must maintain the appropriate infrastructure in participant countries to carry out the in-country functions of a youth exchange program. The ongoing communications with natural parents, follow-on activities with alumni, and relations with foreign government officials all require that your organization maintain a year-round presence in participant countries.

3. Issuing DS-2019 Forms and Adherence to J-1 Visa Exchange Visitor Program Regulations:

Your organization will designate an Alternate Responsible Officer (ARO) and a back-up for compliance with all relevant SEVIS requirements, including issuing DS-2019 forms for international participants and alternate (all international participants will travel on a U.S. government designation for the J-1 Visa Exchange Visitor program); creating and updating inbound participants' SEVIS status and maintaining all SEVIS records; and submitting placement reports and change of placements reports to SEVIS.

4. Program and Promotional Materials:

Program Materials

Your organization will design and develop materials that support all components of the program and inform and orient program constituents overseas and in the United States (i.e., application forms and resources; participant, host family, and school administrator handbooks; operational guidelines; pre-departure orientation materials; etc.).

Your organization will develop, design, amend, and/or arrange for the publication of new or current program materials. Relevant materials may include support for orientation programming and for the concerns of natural and host parents of program participants, PO local staff, and U.S. school administrators. ECA may request that new program materials be developed. Whenever possible, current materials should be amended to fit changing needs and circumstances overseas and in the United States.

Promotional Materials

All official documents and materials developed for promotional purposes must acknowledge the U.S. Department of State's role as the program sponsor. Where appropriate, documents will include the American flag and the State Department seal. The Bureau will retain copyright use of and may distribute materials related to these programs. Your organization must also communicate with POs and ECA to coordinate information for program websites.

Please reference D.31. Communications Guidance for ECA Grant Recipients in the NOFO for more information.

http://eca.state.gov/files/bureau/communications_guidance_for_eca_recipient_organizations.pdf

Your organization must coordinate all program and promotional material development with and obtain clearances from ECA prior to publication and distribution.

4. Online Presence:

Social Media, Mobile Technologies, and Department of State Online Communities

Your organization will dedicate staff to coordinate information for program websites and maintain online program webpages that market the program; disseminate information to U.S. and foreign publics; serve as a secure participant application and resource tool for students; and develop and implement strategies for the effective use of mobile technologies and other social media, including Facebook, Twitter, and platforms for blogging, to promote the programs.

Department of State Web Resources

Outreach Resources: Your organization is expected to support ECA promotional campaigns by providing information to ECA and updating promotional materials as needed.

In consultation with ECA's Program Office and in coordination with its Alumni Affairs and Web and Social Media teams, as appropriate, develop and implement a strategy to leverage mobile and online technologies and networks, and the Department's digital properties. These may include the International Exchange Alumni website, Facebook, Twitter, and other platforms that are key resources to promote the program, augment the impact of the in-person exchange, and engage program alumni.

Recipients should effectively promote Department of State resource sites to participants, and participants are expected to become active members at these sites. While organizations may provide their own resources and on-line opportunities, these additional online resources may not replace involvement with Department of State online communities.

5. YES Program Implementers' Workshop:

Design and implement an in-person or virtual workshop for YES partnering implementers and representatives to include approximately 20-25 U.S. and 40-60 foreign award and subaward recipient staff from the YES program countries. The purpose of the workshop is to discuss and plan program strategies for all aspects of YES program management. Focus should be placed on learning best practices, standardizing procedures and documents wherever possible, increasing cross-border collaboration, and improving communication processes. For cost efficiencies in

developing the overall budget, this could alternatively be accomplished with other training models, such as webinars, regional training events, etc. that accomplish similar purposes.

6. Medical Review:

Arrange in-country medical clearances to ensure that students are healthy and have immunizations necessary for program participation prior to leaving their home countries. Review medical documents in the United States to confirm that all requirements have been met. Perform a special review, carried out by a medical doctor, to confirm that applicants with disabilities are able to travel and complete the program successfully.

7. Travel:

Arrange for round-trip international airline tickets, originating from students' home communities in all participating countries to students' host communities and assist with passports and visas. Travel should be arranged in the most efficient and cost-effective manner possible, in accordance with the Fly America Act and all other USG travel regulations. Your organization must recruit and train travel escorts (flight leaders) for the students and coordinate travel for students who are for any reason unable to travel with an escorted group, including those who are voluntarily or involuntarily repatriated before the end of the exchange. Flight escorts should be selected primarily on their ability to manage a group of teenage travelers. They should be adequately trained to ensure their competence and independence while traveling. When possible, you are encouraged to assign escorts who may be staff or alumni who can also serve as trainers and facilitators at orientations and events relevant to the purpose of the travel or attend meetings and/or engage in representational activities that support the YES and YES Abroad programs.

For YES inbound participants, standard travel procedures should be developed – incorporating POs' input – that detail how group flights are scheduled, how individual students are assigned to a flight, how date-change requests from POs should be made, and how and when itineraries will be provided to POs. Travel must include domestic travel from and to locations that are outside main capital cities, i.e., full roundtrip itineraries. These procedures should also explain PO travel obligations, including the deadline by which arrival airport codes are due from the POs. A detailed description of the support provided to students while they are en route should be presented, including airport staffing and emergency communication procedures.

Coordinate travel for students who are unable, for any reason, to travel with an escorted group, including those who are repatriated prior to the end of the exchange. Budget for escorted travel of approximately twelve (12) individual students returning early from the YES inbound or YES Abroad programs in the event of necessity due to health, behavior, or security risk. Coordinate beginning and end-of-program travel dates prior to making commitments and contracts with travel agencies or program venues for both YES inbound and YES Abroad with ECA to facilitate meetings with government officials.

It is ECA's intent that students and their natural families incur minimal out-of-pocket costs, whether or not they are selected for the YES program. Students will receive stipends from their

POs for pocket money during the program. The award recipient and subrecipient(s) should not charge students or their parents for application or program fees.

Student Travel Documents

Obtain, and retain for three years, copies of the following documents for each program participant:

- Name/photo page of international passport;
- Visa page in passport; and
- DS-2019 with stamp issued at U.S. port of entry (for YES inbound students).

8. Student Highlights:

Your organization will regularly provide timely reports of significant alumni accomplishments demonstrating program impact.

9. On-Program Student Support Liaison:

Designate a staff member(s) as a “Student Support Liaison” to serve as a point of contact for ECA on all YES inbound and YES Abroad student support issues. The liaison is also the channel of communication between the PO and the Overseas Partners for YES inbound students.

10. Additional Support for Students and Alumni with Disabilities:

In addition to the support liaison(s), one staff member must have primary responsibility for working with students with disabilities. The responsibilities of this person will include, but not be limited to developing a strategy and staff expertise in recruiting and supporting students and alumni with disabilities; providing resources and overseeing identification and procurement of reasonable accommodations (equipment, materials, and services), developing training opportunities for program implementers, coordinating placement needs assessments for POs; and coordinate=ing orientation of students upon arrival.

11. Communication of Student Concerns:

Provide on-program support for students, their natural parents, and the staff and volunteers of the POs and YES Abroad placement partners. Efforts must correspond to the Federal Regulations as outlined in 22 CFR 62 and should be closely coordinated with ECA’s Program Office. You must report immediately to the ECA Program Office any situation that affects the safety, health, or well-being of a participant, or any student disciplinary action at the second warning/probation level that could ultimately result in the student’s repatriation. Only the ECA Youth Programs Division Office can make the decision to terminate the program and repatriate a student; under no circumstances will the organization, its employees, volunteers, or third parties acting on its behalf inform participants that they will program will terminate a student’s program and repatriate without specific directions from the ECA Program Office.

12. Communication with Natural Families:

Communicate and liaise with the students’ natural families during the program year. A student’s family must be informed in a timely manner of problems that arise with the student, including academic deficiencies, behavioral concerns, health and safety issues, transfers to a new host

family or school, and any situations that may necessitate early termination from the program. Provide on-program support for students, staff, and volunteers in dealing with natural parents about student problems that arise during the program.

13. Student Likeness (Photo and Video) Usage:

Request and maintain documentation of permission from each student and their natural family (if a minor) to have photographic or video images of the student taken and reproduced in ECA-approved printed and electronic promotional materials.

14. Alumni Programs Coordination:

This funding award will support alumni activities to promote YES program goals and may support participation and travel of alumni to increase inclusiveness and outreach. The recipient must provide opportunities and training for alumni to reinforce skills learned on program and apply them at home; maintain a database to track alumni that must be compatible with ECA's database systems and must be shared with the State Alumni Office as well as the respective U.S. Embassies; and collaborate with organizations that may conduct other ECA-funded workshops or programs for YES students or alumni. Students must be informed about and instructed on how to register on ECA's International Exchange Alumni website. Alumni must be encouraged to join YES alumni associations in each current partner country, or to establish a new alumni association where none exists.

Coordination of Additional Alumni Opportunities

Special activities in which YES alumni may choose to participate are an important way of keeping alumni involved in the program and sharing their American experience. These activities may include:

- a. Designing and implementing a YES Alumni workshop(s) for competitively-selected alumni from the YES inbound and YES Abroad programs as well as webinars and other online training resources that can reach larger alumni audiences. Such workshops and online resources should be developed on relevant themes such as alumni association development, leadership, countering violent extremism, civic awareness, social media for social causes, support for people with disabilities, etc.
- b. An alumni small grants competition for which alumni may submit proposals for group and individual grants to execute a project in their home country. These and other alumni competitions should be publicized widely throughout all YES countries to reach as many alumni as possible.
- c. An alumni photo and video contest to build a multimedia reserve that can be used to publicize and market the YES and YES Abroad programs.

Alumni Resources Positions

Coordinate with overseas representatives and ECA to select successful alumni from any program year of the YES and YES Abroad programs to participate in various events in the United States. Budget for travel to and within the United States and accommodations for select alumni to participate in such events as arrival orientations, re-entry workshops, Civic Education Workshops, broad-scale State Alumni events, PO Coordinator trainings, national teacher and

school administrator conferences, ECA YES program presentations, YES Abroad pre-departure orientations, etc.

15. ECA Academic Year Programs Annual Meeting:

Participate in the annual ECA academic year programs meeting, to be held for approximately two days in the late winter or spring of 2017 in Washington, D.C. Representatives from partner organizations may be invited as needs and funds allow. (Dates and guidance on recommended participants to be determined by ECA.)

16. Information Management

Your organization must maintain a student placement information database compatible with ECA's Eureka database for quick uploading of information; track applicants through the initial stages of recruitment and through their selection as finalists, placement, and alumni. The database should be regularly maintained and updated, so that reports generated contain accurate information. Data should be kept in a format that can be shared with ECA for its International Exchange Alumni database.

17. Financial Management

Your organization must manage fiscal data and accounting for award funding, as required by federal law, including cost-sharing and any funds provided to approved subaward recipients.

18. Subaward Management

If subaward recipients are involved, ensure that subrecipients have received a copy of the NOFO and POGI and are versed in all requirements of this POGI, your organization's expectations, J-1 visa regulations, and OMB Circular 2 CFR Parts 200 and 600. Provide oversight to subrecipients that ensures the quality of their performance of duties for the programs under your organization's agreement.

19. Evaluation

Your organization must develop and implement a program evaluation plan to monitor and assess the success, effectiveness, and impact of the programs. See the NOFO for more information on developing an evaluation plan.

Specific Responsibilities for YES Inbound Program:

1. Recruitment and Selection:

Recruit and screen applicants and select YES finalists and alternates through a merit-based competition which is free of the appearance or perception of political influence and corruption. Develop a standard recruitment and selection process to be used in all countries and maintain statistics at each stage by country, region, and gender. Application forms used in all countries must be uniform except for country-specific requirements that should be kept separate from the standardized application form. Application fees are not allowable. The recruitment process must be open to make it possible for any student who meets the eligibility criteria to apply, and must seek to represent a diverse applicant pool. A special recruitment effort should target

eligible individuals with significant physical disabilities. Students with special needs (e.g., asthma, diabetes, etc.) should also be identified, as should students needing additional pre-program English language instruction.

Ideally, finalists will reflect the cultural, ethnic, national, and geographic diversity of the country from which they are chosen, as well as gender diversity. Finalists must generally be citizens or permanent residents of the countries from which they are chosen. ECA must approve the selection of all non-citizens, including permanent residents or provide general guidance to be followed in particular countries. Given budget constraints and/or areas of civil unrest, it may not be possible to conduct recruitment activities in all regions of each country. If necessary, in consultation with the U.S. Embassy, recruitment may focus on major population areas or in specific geographic areas. Contingency plans should be devised for recruitment in countries where challenging governments may impede the standard selection process.

Criteria for YES Inbound Students:

- a. Citizen or a permanent resident of the country of application
- b. Ages 15-18.5 at the program start date (Specific age requirements may be set in each country based on local education system restrictions.)
- c. Sufficient ability to speak and study in English
- d. Preference will be given to applicants who have received a majority of their high school education in the country of application
- e. Preference will be given to applicants who have not previously studied in the United States
- f. Commitment to cultural immersion in the United States through a home-stay experience
- g. Ability to meet cross-cultural challenges with maturity, humor, and an open mind
- h. Plans for sharing their U.S. experience with their home school and community upon return home

2. Recruitment and Support of Students with Disabilities:

Recruit and provide necessary support and accommodation for approximately 20 students with disabilities. Students with disabilities must meet the same standards as all other applicants, but may receive reasonable accommodations for testing. Implement a review process carried out by a medical doctor to adequately assess the unique needs of each student and confirm that applicants with disabilities are physically able to travel and complete the program successfully. Ensure that interviews, orientations, and other pre- and post-program activities include reasonable accommodations. Coordinate student assignments with each PO to ensure that they have the resources and capacity to place and support the student(s). Provide each PO with written, detailed, and accurate support and accommodation needs assessment results for each student prior to student travel. Provide funds for reasonable accommodations to POs as necessary for students with disabilities for the course of the exchange program.

3. Arrival Orientation(s) for Students with Disabilities:

Coordinate with ECA, overseas partners, and POs dates to conduct an arrival workshop and assessment event(s) that will include further professional review of each student to confirm and

refine a support plan to be coordinated with each respective PO. (Note that this will require separate workshops for academic-year and semester students.) The workshop will also present the history of the Americans with Disabilities Act (ADA) and resources available to people with disabilities in America, and will provide independence training and tools for these students. Serve as a resource through the year in providing funds for reasonable accommodations, guidance, and assistance to POs in meeting the needs of these students.

4. English Assistance:

Provide pre-program English language instruction and enhancement activities for countries where the standard of English instruction does not provide an adequate pool of qualified applicants. This will help to ensure that the weaker language qualifications of students from more remote areas are not an excluding factor in their selection. Coordinate with ECA and with each respective U.S. Embassy recruitment plans and efforts to build on existing USG-funded English language programs for youth, such as the English Access Micro-Scholarship, which ECA seeks to utilize as a “feeder program” to the YES program. Your activities must include efforts to include these students in YES and to maintain records of YES application statistics on these English-language students.

5. Passports, Visa, and Other Documentation:

In coordination with the respective U.S. embassies, assist all YES inbound students in obtaining passports, U.S. visas, and any necessary transit visas. Your organization must work with the U.S. Embassy in each country to ensure timely processing of U.S. visas for all participants. Collect and process all student data in the Student Exchange Visitor Information System (SEVIS) and prepare DS-2019 forms for finalists and alternates. Maintain and update SEVIS records as required, including appropriate finalization of SEVIS records when students’ program end and for students who do not ultimately participate. Data on students must also be submitted to ECA in an Excel spreadsheet provided by ECA.

6. Coordination of Student Information and Assignment:

Develop and implement a plan for the equitable, transparent, and timely distribution of finalist documentation to the POs, taking into consideration such factors as gender, age, country of origin, need for English language instruction, and disabilities. Ensure that placement information about host families and schools is available to Overseas partners. Throughout the exchange, oversee informational changes in school or family addresses and local coordinator assignments in the program database. The FY 2016 Kennedy-Lugar YES Overseas Components award recipient will be responsible for reporting such changes within ten days to ECA or as stipulated by the J-1 regulations.

7. Pre-Departure Orientations:

Your organization must provide uniform pre-departure orientation (PDO) programming to prepare students for life in the United States. Uniformity is essential because it reinforces participants’ identity as participants in a U.S. government scholarship program and enables the dissemination of information, policies, and procedures critical to the students’ success.

Field staff should encourage the participation of U.S. Embassy personnel in pre-departure orientations whenever possible. In countries where your organization cannot conduct pre-departure orientation sessions, you should make provisions for these orientations to be conducted by U.S. Embassy staff, in a neighboring country, or, with the agreement of the program office, in the United States immediately after the students arrive. Your organization also will provide orientations for the natural parents prior to the students' departure for the United States.

Students identified to participate in the pre-program workshop for students with disabilities must have their in-country PDO programming at a time that takes into account their earlier departure from their home countries.

POs must prepare materials specific to their organization to be distributed to students during the PDO. POs will send their materials to your organization by May 1, 2017. Your organization should ensure that all materials provided in this manner identify students as U.S. Department of State sponsored students.

8. Civic Education Essay Contest and Workshop:

Develop and conduct a Civic Education Workshop (CEW) for approximately 100 of the participating students during the 2017-18 academic year in Washington, D.C. Your organization will coordinate a competitive application and essay contest to select the students, collaborate with POs to make final selections and arrange roundtrip transportation from the host communities to Washington, D.C., and provide room and board for students during their time in Washington, D.C. Ground transportation should be provided for participants in the Washington, D.C. area, including to and from area airports.

The CEW should be arranged in coordination with ECA, for seven days, including arrival and departure, during a time when the U.S. Congress is in session. This program component should include sessions on U.S. domestic and foreign policy, the role of the media in a civil society, citizen empowerment, volunteerism and community activism, and federalism. The workshop may also provide opportunities to attend cultural events and visit museums and monuments. Your proposal should include a description of the ways in which all students will be encouraged to share and apply what they have learned, both in their U.S. host communities and when they return to their home countries. You should plan to include the participation of several alumni to enhance the students' experience. Also, provide a mechanism for evaluation of CEW in terms of its impact on the students and in fulfilling objectives. The budget narrative should include a separate explanation of costs associated with this component.

Specific Responsibilities for YES Abroad Program:

1. U.S. Marketing:

Develop a marketing plan for recruitment; a program and application website; and printed informational materials, handbooks, etc. Provide materials to POs as requested. While POs are not responsible for recruitment, ECA requests that they distribute information and materials about the YES Abroad program.

2. Recruitment:

Develop an extensive, nationwide recruitment and selection process; and maintain statistics at all levels (i.e., initial applications received, full applications with essays received, interviews conducted, diversity of applicants, etc.). Application forms must be standardized except for country-specific requirements that should be kept in a separate section of the application form.

3. Selection:

Select finalists and alternates from a diverse pool of candidates. Implement a fair and objective multi-stage process of evaluating applications and selecting students.

Criteria for YES Abroad Students:

- a. U.S. citizen
- b. At least 15 years of age but not more than 18.5 years of age as of the program start date (dependent upon high school requirements of the specific country)
- c. May not be family member of ECA's Youth Programs Division employees or award recipient whose official duties involve ECA Youth Programs Division-funded programs
- d. Demonstrated maturity, good character, and scholastic aptitude
- e. Demonstrated commitment to cultural immersion in a host culture through a home-stay experience
- f. Demonstrated interest in learning the predominant language of the host culture
- g. Demonstrated ability to meet cross-cultural challenges with maturity, humor, and an open mind
- h. Ability to develop and articulate ideas and plans for sharing their overseas experience in their U.S. home school and community

4. Community-Based Recruitment for Underserved Student Populations:

Develop and implement a strategy for community-based recruitment that allows students from populations less likely to participate in exchange to learn about YES Abroad and support their access to the program. To this end, you may expand overall recruitment and marketing strategies, as well as identify a limited number of target groups, schools, or communities for these efforts for the greatest impact.

5. Pre-Exchange Student Resources:

Develop and distribute language and cultural resource packets for finalists upon notification of acceptance into the program. Materials should outline the goals and requirements of the YES Abroad program.

6. Passports and Visas:

Coordinate with finalists and alternates to obtain all required documents such as passports and visas.

7. Pre-Exchange Orientations:

Provide pre-program orientations prior to the students' departures. Orient host institutions, staff, families, and students about the purpose and the foreign policy context for the YES Abroad

program, as well as its goals and expectations, rules, and practical information. The orientation should include an introduction to personal and cultural adjustment issues. Ensure that host country support staff is capable of communicating cultural differences that Americans must navigate to have a successful exchange. Provide specific examples of cultural training to be offered to participants to ensure students' awareness of and sensitivity to aspects of their host cultures that will require their adaptation. The YES Abroad pre-departure preparation should include a general political, historical, educational, and cultural introduction to the host countries; information related specifically to the objectives and themes of the program; and practical/administrative information. Prepare participants for encountering critical interpretations of U.S. policy positions and alternative interpretations of U.S. history.

8. Embassy Briefing:

Ensure each partner organization conducts an in-country arrival orientation including a briefing by the Embassy's Regional Security Officer or other U.S. embassy official whenever possible, and register students in the Smart Traveler Enrollment Program (STEP).

9. Student Support and Monitoring:

Maintain, at a minimum, a monthly schedule of personal contact with the YES Abroad students and host families. Ensure the schools have contact information for the local organizational representative and the program sponsor's main office. Provide ECA with immediate reports of all situations that affect the safety, health, or well-being of participants and a monthly summary of each student's adjustment, activities, and well-being. Develop reporting systems that include at minimum: 1) a brief monthly summary of program activities, challenges, and accomplishments, 2) an objective assessment of each participant's adjustment and progress; and 3) a monthly survey that students are required to complete and submit themselves. The type of system and detailed questions are left to the discretion of the organization but must be cleared through ECA.

10. Mid-Year and End-of-Year Orientations:

Plan and implement Post-Arrival, Mid-Year and End-of-Year Orientations in each country for students to monitor progress; to address students' needs appropriate to the timing of each event; and to provide additional leadership skills, teambuilding, and other enhancement activities.

11. School Enrollment:

Identify and enroll students in private or public high schools with a high number of host country nationals that are accredited by the Ministry of Education of the host country. Your proposal may include costs for tuition, room, and board in dormitories, if needed, with prior approval from ECA. If the only appropriate school requires dormitory living during the week, students may be placed in this setting, however weekend and holiday host family placements must be arranged prior to participants' arrival. In such cases, the in-country partner should identify a suitable family who can consistently host the student on weekends and holidays in order for the student to have the cultural experience of family life.

12. Host Family Placement and On-Going Participant Monitoring:

Develop a plan for monitoring participants' safety and welfare that parallels, to the extent possible, the standards for J-1 visa regulations for international academic year participants found in 22 CFR 62. This includes, among other points, the identification and use of appropriate means of verifying the integrity and suitability of each host family. The award recipient should also ensure that all implementing organizations and any volunteers and staff who have regular contact with the YES participants have undergone screening for suitability.

Your proposal may include reasonable stipend payments to host families to cover actual costs of food and expenses incurred by hosting a student. The location (city) and neighborhood of host-family and/or dormitory housing arrangements must be approved by the Public Affairs Section (PAS) of the relevant U.S. Embassy and by ECA. Provide an orientation for host families before the students' arrival that covers program goals and policies as well as cultural information to facilitate adjustment and communications across cultures.

In keeping with the J-1 visa regulations cited above, the award recipient must immediately report to ECA any incident or allegation involving the actual or alleged sexual exploitation, harassment, or abuse of an exchange student participant. Furthermore, the award recipient shall inform ECA promptly of any serious problem or controversy that could be expected to bring the Department of State or the exchange program into notoriety or disrepute.

The award recipient must ensure that implementing organizations have a plan for monitoring participants on a regular basis, and provide adequate support and guidance to participants during their programs. All implementing organizations must maintain, at a minimum, a monthly schedule of personal contact with the participant and regular, monthly contact with the host family, addressing legitimate concerns in a timely fashion and apprising ECA in a timely manner about significant issues. All records and data collected, including survey responses and contact information, must be maintained for a minimum of three years and be provided to ECA upon request.

13. Placement Reports:

Provide ECA with confirmation of embassies' concurrence with general school and housing placement strategy and locale well in advance of program and prior to significant engagement with prospective host families and schools. Provide ECA with a detailed electronic placement report no less than two weeks prior to YES Abroad students' departures including names of all YES Abroad program participants and host country, their host family names and addresses, name of host school, and language of instruction. You must notify ECA and provide updated information within 3 days of a change in placement.

14. In-Country Language Program:

Provide YES Abroad students with a minimum two- to four-week intensive language program upon arrival in country. Include continued language and cultural education courses at least through the first semester of the program. Students must be offered individual language tutoring beyond the first semester if needed and/or requested.

15. Enhancement Activities:

Design, plan, and implement an intensive and substantive extracurricular enhancement program for YES Abroad students on the concepts of mutual understanding, leadership development, and community service. Engage participants in community service activities during the program. Prepare, encourage, and track participants' sharing of their experiences after returning to the United States. Where possible, participants should interact with YES alumni and Access Microscholarship students.

16. Insurance:

Enroll YES Abroad students in ECA's ASPE health coverage plan or another comparable plan offering equal or better benefits including emergency medical evacuation and repatriation coverage for the duration of the exchange.

17. Cell Phones:

Provide each YES Abroad student with a cell phone and minutes for use in emergencies.

18. Stipends:

Provide each YES Abroad student with a monthly stipend of up to \$125, depending on the local cost of living, for pocket money, incidentals, and other expenses.

C. Reporting Requirements:

Quarterly Performance Reports: The award recipient is responsible for implementing mechanisms to monitor participants and the program's success and impact and report to ECA's Program Office and to the Grants Office on a quarterly basis as a *Grant Note* via GrantSolutions.gov (See F.3. Reporting Requirements in the NOFO). The recipient must submit quarterly performance reports that address, at a minimum, the following topics: past and planned program activities, financial expenditures and status (e.g., identify financial variations from original budgets), and the strengths and weaknesses of the organization's overall experience with the YES program as well as with individual participants. Such program descriptions should be supported by a qualitative narrative and quantitative data. Your organization should conduct an ongoing evaluation of program success in achieving stated objectives.

The award recipient must submit to the Program and Grants Offices an electronic copy of all quarterly performance reports no more than 30 days after the reporting period end dates. An SF-PPR, "Performance Progress Report" Cover Sheet must be submitted with all performance reports.

Monthly Staff Summaries and Student Surveys for YES Abroad: Provide to ECA's YES program team a monthly summary prepared by each host country office that addresses program activities (including enhancement programming) and individual participant progress. Separately, administer a mandatory monthly survey to be completed by each student that allows them to address their overall well-being and participation, their school and host family experience, and

in-country support.

Final Performance Report: Your organization must submit to the Program Office and Grants Office an electronic copy of a final performance report as a *Grant Note* via GrantSolutions. This report must include a program and financial report and should include both qualitative and quantitative data to demonstrate impact, strengths, and weaknesses of the exchanges. An SF-PPR “Performance Progress Report” Cover Sheet must be submitted with the final performance report.

Report Summary Document: In addition to the Final Performance Report identified above, your organization is required to submit a concise one-page document summarizing performance reports, and listing and describing award activities, along with a list of its directors and/or senior executives (current officers, trustees, and key employees) as a *Grant Note* via GrantSolutions. The Grants Office will transmit these documents to the Office of Management and Budget (OMB), along with other information required by the Federal Funding Accountability and Transparency Act (FFATA). As required by FFATA reporting requirements, this information will be available to the public via OMB’s USASpending.gov website.

II. PROGRAM SPECIFIC GUIDELINES

PROPOSAL CONTENTS

Applicants should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. Since there is no opportunity for applicants to meet with reviewing officials, the proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible.

Proposals should address succinctly, but completely, the elements described below and must follow all format requirements.

NOTE: Proposals submitted through Grants.gov may only be submitted in the following formats:

- Microsoft Word
- Microsoft Excel
- Adobe Portable Document Format (PDF)
- ASCII Text
- Joint Photographic Experts Group (JPEG images)

Proposals should include the following items under the section headings in the GrantSolutions Application Checklist. All documents should be appropriately and clearly titled.

1. Online Forms

SF-424, “Application for Federal Assistance”

SF-424A, Budget Information – Non-Construction Programs

SF-424B, “Assurances – Non-construction Programs”

Include other attachments, if applicable, such as indirect agreements, form 990, SF-LLL, etc.

2. Program Narrative

- **Executive Summary:** In one double-spaced page, provide the following information about the project:
 - a. Name of the organization submitting the proposal
 - b. Beginning and ending dates of the program
 - c. Proposed theme
 - d. Nature of activity
 - e. Funding level requested from the Bureau, total program cost, total cost-sharing from applicant and other sources, and total per student cost
 - f. Scope of the projects – both YES inbound and YES Abroad – including:
 - i. Number of students to be placed
 - ii. Geographic distribution of students
 - iii. Method of placement
 - iv. Sub-award organizations
 - v. Proposed theme
 - vi. Nature of activities
- **Narrative:** In up to 20 double-spaced, single-sided pages, provide a detailed description of the project addressing the areas listed below.
 - a. Vision (statement of need, objectives, goals, benefits)
 - b. Participating Organizations
 - c. Program Activities (advertisement, recruitment, orientation, academic component, cultural program, participant monitoring)
 - d. Program Evaluation
 - e. Follow-on
 - f. Project Management
 - g. Work Plan/Time Frame

Additional Information to be Submitted:

- ## **3. Detailed Budget:**
- Budgets include, but are not limited to, the following items:
- a. All international and domestic travel for participants and for staff and volunteers as needed to conduct and support program requirements. International travel for staff should be limited to what is essential for the success of the program, and detailed justification of such must be included in the Budget Narrative.
 - b. Costs associated with monitoring students, trouble-shooting, counseling, and resettling students, as necessary
 - c. Program materials (an explanation of how materials are used must be included in the proposal)
 - d. Administrative costs, including salaries, communications, and supplies

- e. Promotional material, including website development and maintenance
- f. Alumni activities
- g. Travel for at least two staff members from among the recipient and partner organizations as need and funds allow, to Washington, D.C. to attend the two-day Youth Programs Annual Meeting as well as funds for a meeting with ECA Program and Grants Office staff within 30 days of the award to review and clarify expectations for performance. Note: At least one staff member attending each of these activities must be from the organization's financial administration office responsible for this award.
- h. Necessary passport costs if participants are financially unable to pay, and visa costs for American students. (U.S. visa fees are waived for YES inbound students on J-1 visas.)

ECA funding may be requested for:

- a. Roundtrip transportation for students from their homes to the United States embassy or consulate for visa interviews
- b. Increasing the capacity of award recipient's U.S. staff, or domestic and overseas partner organizations to manage YES program responsibilities
- c. Public relations efforts and other activities that promote the expansion of YES specific recruitment and hosting capacity
- d. Special regional or national workshops in the U.S. for students that focus on YES program themes
- e. Specially skilled consultants who support cross-cultural communication and understanding. These consultants may provide training for award recipient staff and volunteers and/or develop printed and online resource materials that support the unique cultural needs of YES students; offer services such as on-call resources for staff, volunteers, host and natural families; and provide additional student support.

For YES Abroad, the following items should be included in the budget submission as part of the per participant costs:

- a. Incidentals allowance: YES Abroad host family should be compensated from a fund based on a rate of \$300 for school start-up costs and other school-related expenses. Receipts must be presented to the implementing organization for reimbursement.
- b. Monthly stipends of up to \$125 each per YES Abroad student; stipends must be consistent with the local in-country cost of living for an average teenager.
- c. Stipends for host families based on actual expenses may be requested, if the cultural and economic conditions in an otherwise viable country prohibit the identification of appropriate host families. The request will be subject to Bureau and Post review and approval.
- d. Minimum two-to-four week language and culture instruction at the start of the program as well as tutoring cost to ensure participants' success.
- e. Emergency fund: Based on a rate of \$100 per participant to be used for small emergency expenses, e.g., eyeglasses, minor dental problems, non-reclaimable student debt, etc.

- f. Enhancement activities fund: Award recipients should plan significant program enhancements and budget based on a rate of \$400 per student.
 - g. Cost Sharing: All cost sharing declared in the proposal budget must be auditable. You are encouraged to develop sources of funding to complement the award funds. Private partnerships with corporations or foundations are encouraged. Direct contributions from the applicant organization itself are welcome, both cash and in-kind. Costs borne by host families are considered “in-kind contributions” but may not be declared as a cost share item.
- 4. Budget Narrative:** A budget narrative must be included and provide detailed explanation for each budget line item where the activity purpose or means of calculation may not be clear or require further justification. It should include at minimum: (1) Formulae used to calculate right column totals for multiple or replicated costs, unless clearly noted in the columned budget (e.g., travel and per diem costs for multiple people; training materials and expenses based on participant number, etc.); (2) Supportive explanation and justification for activities and expenses determined essential, but that may not be understood from the narrative or may otherwise be unclear to reviewers (e.g. security expenses, unique training or support needs due to country conditions, etc.); (3) Breakdown of costs associated with relatively high amount line item requests that would reasonably be questionable by reviewers. (e.g., if requesting \$50K for “training materials,” or \$100K for “public relations,” you must provide justification as well as an itemized breakdown for the totals to both explain the needs as well as potentially allow for a reduced negotiation if it is deemed that only partial funding is available).
- 5. Calendar of Activities:** Anticipated grant start and end dates are April 15, 2016 – September 30, 2019. Provide a monthly plan of action or timetable that demonstrates the timing and organization of your responsibilities as the recipient. These should include, but not be limited to, monitoring local staff, YES Abroad students, and host families; training events; reporting requirements; and dispersal of funds and information).
- 6. Letters of Endorsement**
- 7. Resumes and CVs** (resumes of all staff working directly with the program should be included in the submission; no resume should exceed two pages.)
- 8. Supplemental Materials:** You may include examples of assessment and evaluation tools, training and orientation agendas, application forms, resource materials and handbooks, etc.
- 9. First Time Applicant Materials,** if applicable

Please note: Effective January 7, 2009, all applicants for ECA federal assistance awards must include in their application the names of directors and/or senior executives (current officers, trustees, and key employees, regardless of amount of compensation). In fulfilling this requirement, applicants must submit information in one of the following ways:

- Those who file Internal Revenue Service Form 990, "Return of Organization Exempt From Income Tax," must include a copy of relevant portions of this form.
- Those who do not file IRS Form 990 must submit information above in the format of their choice.

As part of final program reporting requirements, award recipients will also be required to submit a one-page document, derived from their program reports, listing and describing their grant activities. For award recipients, the names of directors and/or senior executives (current officers, trustees, and key employees), as well as the one-page description of grant activities, will be transmitted by the State Department to OMB, along with other information required by the Federal Funding Accountability and Transparency Act (FFATA), and will be made available to the public by the Office of Management and Budget on its USASpending.gov website as part of ECA's FFATA reporting requirements.

APPLICATION REVIEW INFORMATION

The Bureau will review all proposals for technical eligibility. Proposals will be deemed ineligible if they do not fully adhere to the guidelines stated herein and in the Solicitation Package. All eligible proposals will be reviewed by the program office, as well as the Public Diplomacy section overseas and State Department regional bureaus, where appropriate. Eligible proposals will be subject to compliance with Federal and Bureau regulations and guidelines and forwarded to Bureau grant panels for advisory review. Proposals may also be reviewed by the Office of the Legal Adviser or by other Department elements. All awards will be assessed for risk prior to their issuance. Final funding decisions are at the discretion of the Department of State's Assistant Secretary for Educational and Cultural Affairs. Final technical authority for assistance awards resides with the Bureau's Grants Officer.

REVIEW CRITERIA

Technically eligible applications will be competitively reviewed according to the criteria stated below. These criteria are not rank ordered and all carry equal weight in the proposal evaluation:

- 1. Quality of the Program Idea and Planning:** The proposal should exhibit originality, substance, precision, and relevance to the Bureau's mission and the purposes outlined in the solicitation. Detailed agenda and relevant work plan should demonstrate the ability to ensure that the proposed project accomplishes the stated objectives in the desired time frame. Proposals should demonstrate how students will be recruited, selected, monitored, trained, and prepared for their role as YES alumni. The level of creativity, resources, and effectiveness will be primary factors for review. Proposals should be clearly and accurately written, with sufficient, relevant detail. The Narrative should address all of the items in the Statement of Work and Guidelines described above.
- 2. Support of Diversity:** The proposal should demonstrate substantive support of the Bureau's policy on diversity in all program aspects including participants (exchange students and hosts), and sending and hosting communities, as well as orientation content, program

activities, resource materials, and follow-up activities. Proposals should articulate a diversity plan, not just a statement of compliance.

- 3. Organization's Record/Institutional Capacity:** Proposed personnel and institutional resources should be adequate and appropriate to achieve the program's goals. Reviewers will assess the applicant and its partners to determine if they offer adequate resources, expertise, and experience to fulfill program objectives. Partner activities should be clearly defined. Proposals should demonstrate an institutional record of successful exchange programs, including responsible fiscal management and full compliance with all reporting and J-1 Visa requirements for past Bureau grants as determined by Bureau Grant Staff. ECA will consider the past performance of prior recipients and the demonstrated potential of new applicants. In addition, organizations designated as Exchange Visitor Program Sponsors must include a discussion of their record of compliance with 22 CFR 62 et seq., including the oversight of their Responsible Officers and Alternate Responsible Officers, screening and selection of program participants, provision of pre-arrival information and orientation to participants, monitoring of participants, proper maintenance and security of forms, record-keeping, reporting and other requirements. Proposals that fail to include the above information in their narrative will be deemed less or not competitive under this review criterion. ECA will review the record of compliance with 22 CFR 62 et seq. of organizations designated as Exchange Visitor Program Sponsors as one factor in evaluating the record/ability of organizations to carry out successful exchange programs.
- 4. Multiplier Effect/Follow-on Activities:** Proposed activities should strengthen long-term mutual understanding, including maximum sharing of information and establishment of long-term institutional and individual ties both during the exchange and after the participants return home. Proposals should provide a plan for continued contact with alumni to ensure that they are tracked over time, utilized and/or organized as alumni, and provided opportunities to reinforce the knowledge and skills they acquired on the exchange and share them with others.
- 5. Participant Monitoring:** The proposal must include a detailed monitoring plan for YES Abroad students. Given the importance the Department places on this criterion, you should dedicate a significant percentage of the narrative to explaining how you will achieve the Department's goals in regard to monitoring. You may use the appendices to house additional details and supporting documentation.
- 6. Project Evaluation:** The proposal must demonstrate how the applicant plans to assess the program's success in achieving program objectives and efficient operations, and what instruments will be employed to evaluate the program, including pre-departure orientations. Applicants may describe any experience conducting results-oriented evaluations. Successful applicants will demonstrate clear program goals and objectives as well as strategies for tracking both YES inbound and YES Abroad alumni activities that demonstrate results and outcomes of the program.
- 7. Cost-Effectiveness:** Budgets must be accurate, clear, and cost-effective. Applicants must include a budget narrative, which is separate from the proposal narrative that clarifies formulas used and costs that require further explanation and/or justification. Detailed

budgets are required and budget narratives should be included for subawards. Applicants must ensure that the budget is appropriate and sufficient to complete tasks outlined in the project narrative. The overhead and administrative components of the proposal, including salaries and honoraria, should be kept as low as possible. Proposals should maximize cost-sharing through other private sector support as well as institutional direct funding contributions. Proposals should demonstrate a high quality, cost-effective program.

APPLICATION SUBMISSION

The NOFO indicates the date the complete proposal is due and the manner in which proposals must be submitted. There are NO EXCEPTIONS to this deadline. For further information regarding this program contact Kevin Baker by telephone at (202) 632-6073 or by email at BakerKM1@state.gov.